Shape the World

Urban Planning
Public Administration
Public Policy
Nonprofit Leadership
Health Policy and Management
Real Estate Development
The mission of the USC Sol Price School of Public Policy is to improve the quality of life for people and their communities, here and abroad. We achieve this mission through education and research that promote innovative solutions to the most critical issues facing society.
The Price School is Taylor Wolfson, Senior Account Coordinator, Cerrell Associates. I have a strong grasp on marrying what you learn in the classroom with what you experience in the real world. I feel that I have a strong grasp of the problems that plague society and understand how to go about trying to solve them.”

Taylor Wolfson, B.S. ’14
Senior Account Coordinator, Cerrell Associates

Evaluating leaders and innovators
In today’s world of dynamic change and globalization, social and economic challenges have become increasingly complex and enduring. Solving society’s most pressing issues — including sustainability, healthcare reform, housing, immigration, infrastructure, urban development, public planning and policy, and governance — requires innovation and collaboration. These issues call for leaders who are able to move beyond their areas of expertise and work across the public, private, and nonprofit sectors to find vital solutions. Through its interdisciplinary approach, the Price School trains and educates students to serve as innovators — and leaders — in their fields.

The USC Sol Price School of Public Policy degree programs in urban planning, public administration, public policy, nonprofit leadership, health administration, and real estate development draw on the expertise of faculty and practicing professionals to create a learning environment with breadth and depth that sets the Price School apart. The Price School ranks sixth nationwide among “America’s Best Graduate Schools” for public affairs, according to U.S. News & World Report.

A PRICE SCHOOL EDUCATION

The Price School offers an education that:

• Combines social sciences, professional expertise, and the resources of a world-class research university to give students breadth, depth, and variety.
• Fostered relationships between students and teachers.
• Offers both academic and real-world experiences, drawing on a network of engaged alumni, advisers, and prominent professionals.
• Encourages innovation, entrepreneurship, experimentation, and collaboration.
• Instills a multidisciplinary and problem-solving ethic.
• Focuses broadly and inclusively on the issues, constituencies, structures, and institutions engaged in public life — in both governance and the built environment.
• Uses Los Angeles and the greater Southern California region as a living laboratory in which to practice the skills of the classroom.
• Provides students opportunities to apply their skills in the global arena.

New forms of governance require that public administrators, policymakers, planners, nonprofit leaders, real estate developers, and healthcare managers work together — and reach across sectors — for the betterment of communities everywhere. It is for this multidisciplinary reality that the Price School prepares students and conducts its academic research.

EXCEPTIONAL FACULTY

Price School faculty members are distinguished scholars who share a deep commitment to research and teaching. Their diverse disciplinary backgrounds and research interests include economics, international relations, urban planning, organizational behavior, philosophy, political science, psychology, public administration, public policy, sociology, and social ethics, among others. Many Price School faculty also serve on the boards of leading academic journals and major public and nonprofit organizations. In their work, they contribute to the store of knowledge in their respective disciplines and to the formation of the next generation of civic, community, and business leaders.
A Message from the Dean

Since 2005, it has been my privilege to serve as dean of the USC Sol Price School of Public Policy, one of the most distinctive and highly regarded schools of its kind in the nation. In 2012 we earned our fifth consecutive top-10 ranking in U.S. News & World Report’s “America’s Best Graduate Schools,” placing sixth among 266 public affairs schools across the country. The most recent Planetizen rankings of urban planning schools placed us tenth. These rankings reflect our position as a leader in scholarship and research and acknowledge our contributions to helping solve some of the most critical and complex issues facing our world today.

In 2011 we received a $50 million naming gift that honors the legacy of Sol Price. The more you learn about his life, the greater pride you will feel being associated with a school that bears his name. You can read more about this gift on page 6.

At the core of the Price School is our distinguished faculty. Their strong intellectual leadership and dedication to improving the quality of life for people and their communities worldwide provide the cornerstone of what we impart to our students.

The Price School offers considerable opportunities for students to work with faculty in addressing real-world problems, complete internships, and interact with prominent practitioners. At the Price School, we call this knowledge in action.

“I often find myself reflecting on the enormous courage, dedication, and resolve of all Price School students, alumni, and faculty to tackle the multifaceted and often intractable problems that we currently face in the world.”

Jack Knott
C. Erwin and Ione L. Piper Dean and Professor, USC Sol Price School of Public Policy

The city of Los Angeles, with its rich cultural diversity and unique urban setting, provides an ideal “living laboratory” for learning. In addition, Price School students travel abroad — to Asia, South America, and Europe — to examine issues in a global context. I invite you to learn more about the Price School by browsing our Web site at priceschool.usc.edu and following us on our various social media platforms. You may also visit us in Ralph and Goldy Lewis Hall on the USC campus. To arrange a visit, please call (213) 740-0550.

Meet our faculty. Speak with our students. Whatever your professional or scholarly interest, the Price School will provide you with an exciting, challenging, and lively environment in which to study, work, learn, and shape the world.

Sincerely,
Jack H. Knott, Dean
C. Erwin and Ione L. Piper Chair and Professor

#8  #8  #7  #7  #6

The Sol Price School of Public Policy ranks 6th among 266 schools of public affairs nationwide, according to U.S. News & World Report’s “America’s Best Graduate Schools” released in 2012.
A Visionary Gift

“Endowing the USC Sol Price School of Public Policy honors my father’s legacy by advancing sound research and by developing future leaders who will serve at the forefront of social change.”

Robert Price, Chairman, Price Philanthropies Foundation

“A Visionary Gift

THE LEGACY OF SOL PRICE
The gift to name the USC Sol Price School of Public Policy honors the life and legacy of Sol Price, a visionary entrepreneur who pioneered new practices in retail, real estate, and philanthropy. He was also a man of great integrity guided by a strong moral compass to improve the quality of life for the less fortunate.

The founder of Price Club, which later merged with Costco, Sol Price revolutionized consumer buying habits through a membership club model that provided greater value at a reduced cost to his customers. He was known especially for the care and dignity with which he treated his employees, and for viewing himself as the trustee and fiduciary of his customers.

Equally important, Sol Price worked tirelessly to provide opportunities for families in low-income urban areas by employing all the primary fields of the school: urban planning, public administration, public policy, nonprofit leadership, health administration, and real estate development. Moreover, he acted to change national public policies in Washington, D.C. Sol’s son, Robert Price, readily recognized the powerful combination that our primary fields of study, working together, bring to addressing the needs of our communities, our country, and the world. Our naming gift reflects a remarkable alignment between the legacy of Sol Price and the mission of this school.

SOL PRICE CENTER FOR SOCIAL INNOVATION
The gift also established the Sol Price Center for Social Innovation to advance ideas, strategies, and practices that enhance the quality of life for people in urban communities.

Since the 1980s, Price Charities, established by Sol and Robert Price, has employed an interdisciplinary approach to transform the low-income urban neighborhood of City Heights in San Diego. They brought needed public services to the area by developing unique public-private partnerships. They established community and school-based health centers, developed a thriving urban village that included a new library, and created a public park on a freeway overpass. They created mixed-use real estate development projects as part of their economic development efforts in the area.

City Heights is a ready test bed to engage students and faculty across disciplines. By combining the rich sources of academic knowledge and expertise from our school with the on-the-ground efforts of Price Charities, the Sol Price Center for Social Innovation will define the best models for creating a better quality of life in the new "urban century.”

“We are fortunate that the source of our naming gift grasps the magnificence of the interdisciplinary nature of our school, and in turn, inspires us with great pride to bear the name of Sol Price.”

Jack H. Knott
Dean, USC Sol Price School of Public Policy
The USC Sol Price School of Public Policy originally was founded in 1929 as the School of Citizenship and Public Administration. It was the second school of its kind in the country and began with strong connections to the community—connections that continue to this day. The 1929 curriculum included classes in urban and regional planning. Over time, urban planning became a school of its own. In the late 1980s, the USC School of Public Administration formed programs in health administration and in public policy, and the USC School of Urban Planning developed one of the nation’s first master’s degrees in real estate development. Then, in a major milestone, these various strands came together again in 1998, forming the innovative, multidisciplinary school that it is today.
Graduate Programs in Urban Planning

Driving sustainable growth and change

Urban planning professionals help communities and decision makers at the local, state, and national levels obtain solutions to problems related to land use, transportation, housing, economic development, the environment, sustainability, and the design of more livable communities. Planners are analysts, conveners, communicators, and entrepreneurs who address urban issues at various scales: city blocks, neighborhoods, metropolises, and even entire regions. Planners engage with businesses, citizen groups, and elected officials and work in the interest of future generations in a global economy and an urbanizing world.

Urban planners address critical challenges of contemporary social, economic, and environmental problems:

• How can we make a city greener without creating economic inefficiencies that adversely affect residents’ lives?
• How can we protect vulnerable communities while managing growth and change?
• What balance does a region need between private and public transportation?
• What design components can we insert into neighborhood plans to help residents lead healthier lives?
• How does the American experience compare to the challenges and opportunities in growing Asian, Latin American, and European cities?

THE MASTER OF PLANNING PROGRAM (MPL)

The Master of Planning (MPL) program at the USC Sol Price School of Public Policy is one of the most distinguished of its kind in the United States. The Price School is rated sixth overall among public affairs schools nationwide, according to U.S. News & World Report. In addition, the MPL program has been ranked in the top 10 in every Planetizen Guide to urban planning, from 2007 to 2015.

The MPL program is committed to preparing students for practice at the local, regional, state, and national levels. A hallmark of the program is a multi-sector approach to planning, which emphasizes the needs of public and private interests, nonprofit organizations, and citizen groups.
“Because of the Price School Dean’s Merit Scholarship, I’m the first person in my family to pursue a master’s degree. This financial contribution, as well as the continued support from the Price School counselors and professors, is helping me achieve my professional and educational goals.”

Taylor Tomczyszyn, MPL ’15
Director, National Programs at CBS EcoMedia

“A Price School main focus is on community and social issues. Students and faculty are interested in integrating social justice into public policy in order to change the world for the better. This sets the Price School apart.”

Jongwon Lee, MPL ’14 Graduate Urban Planner for Sustainability, KAISEN Institute of Energy Technology Evaluation and Planning

“The internship and the classroom experience really speak with one another.”

Brettany Shannon, MPL ’15
Price PhD student

A further distinction of the curriculum is its commitment to exploring universal principles of planning and preparing students to practice anywhere in the world. Describing the relevance of urban planning, Professor Marlon Boarnet, director of graduate programs in urban planning, says, “Half of humanity now lives in urban areas. As challenges of sustainability, economic development, human health, and democratic governance play out in cities and mega-cities across the globe, urban planners will have an increasingly critical role to play.”

MPL students come from all over the country and abroad. They are culturally diverse and vary in their backgrounds, experience, interests, professional training, and education. Some come straight from an undergraduate setting, while others have substantial work experience in planning and other fields. Many see the MPL degree as a way to change careers, to move into high-growth service sectors, or to assume more significant management or executive roles in their organizations. All share a commitment to implementing positive community change and improving the quality of life for people in the built environment.

A prestigious advisory board provides direction to the program and practical training to students. Members serve as guest speakers in classes and seminars, contribute financial support, and assist in student placement. The MPL program is a two-year full-time program or a three-year part-time program.

**MPL SPECIALIZATIONS AND CONCENTRATIONS**

Concentrations are required and reflect the strengths of the school. A methodology and a gateway course are associated with each area. MPL students may select from the following:

- International Specialization
- Social Justice Specialization
- Economic Development
- Preservation and Design of the Built Environment
- Social and Community Planning
- Sustainable Land Use Planning
- Transportation and Infrastructure Planning

**GRADUATE CERTIFICATE PROGRAMS**

USC offers several graduate certificate programs, which may be completed in conjunction with a graduate program. Students in the MPL program may be interested in earning one or more of the following graduate certificates:

- Certificate in Real Estate Development
- Certificate in Sustainable Policy and Planning
- Certificate in Transportation Systems
- Certificate in Geographic Information Science and Technology
- Certificate in Heritage Conservation
- Certificate in Public Management
- Certificate in Public Policy

For more information on the Price School’s graduate certificate offerings, please visit priceschool.usc.edu/programs/masters/mpc/certificates.

**DUAL DEGREES**

It is possible to earn the MPL degree simultaneously with 12 other graduate degrees offered at Price and other schools at USC. For more information, please visit priceschool.usc.edu/programs/masters/mpc/dual-degrees.

**DEAN’S MERIT SCHOLARSHIP**

Merit-based scholarships are awarded at the time of admission to some entering USC Price students. In most cases, awards are renewable for a second year assuming satisfactory academic progress.

**ADMISSION AND SCHOLARSHIP DEADLINES**

- **Fall**
  - December 15 scholarship deadline
  - January 15 final admission deadline
- **Spring**
  - November 1 final admission deadline

**DOCTOR OF PHILOSOPHY, URBAN PLANNING AND DEVELOPMENT (PHD)**

The USC Sol Price School of Public Policy offers a PhD in Urban Planning and Development. See page 49 for more information.

**MPL Program Characteristics**

- **Total Enrollment**: 150
- **% Enrolled Full Time**: 97%
- **% Underrepresented**: 38%
- **% International**: 29%
- **% Outside Southern California**: 25%
- **Average Age**: 26
- **Average Class Size (core)**: 18
- **Average Class Size (elective)**: 12
- **New Students (fall 2013)**: 57
- **GPA (2nd and 3rd quartile range)**: 3.14-3.71
- **GRE (2nd and 3rd quartile range)**: V 150-159

* Academic Year 2013-14
Public administrators run our harbors, airports, and public transportation networks. They manage our environmental protection systems, community centers, schools, and universities. They are leaders in healthcare, urban revitalization, and welfare reform. They work in the public and nonprofit sectors and with private agencies to help manage virtually every aspect of our public services. They oversee and continuously redesign governance structures at the city, county, state, and federal levels to create place-based solutions to community problems. A career in public management provides an opportunity to shape the future of our communities and to improve our overall quality of life.

In a world of rapid change, public administration professionals use their leadership capabilities to address critical social challenges, including:

- How can we maintain high-quality public service in the face of diminishing government resources?
- How can leaders from multiple sectors work together to solve public problems?
- How can citizens more effectively engage with governing processes?
- What must be done to prepare the next generation of leaders in public service, as our current leaders near retirement?

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

The Master of Public Administration (MPA) program offers a professional education designed to prepare students for the challenges and opportunities of a career in public management or in related nonprofit and private organizations. The MPA program at the USC Sol Price School of Public Policy is one of the oldest and most distinguished programs of its kind in the United States. The Price School is rated sixth overall among public affairs schools nationwide and also ranks sixth for the public management/administration specialty, according to U.S. News & World Report.

Its mission is to educate professionals to assume public service leadership positions and to improve the state of the art in the governance and management of public and nonprofit organizations.

Describing MPA students, Associate Professor Pete J. Robertson, director of the MPA program, says, “A common feature uniting our diverse MPA student body is that they all want to make a difference in the world — they desire to add value to their community and society in one way or another. Our task in this program is to better enable them to pursue their passion.”

Graduate Programs in Public Administration
“The MPA program provided me with a solid conceptual and practical foundation to make a difference. From learning about human behavior in public organizations to the multifaceted relationships among sectors, I am well informed to make decisions as a public and nonprofit leader.”

Angela Rodriguez, MPA ‘14
Program Associate, Levitt Pavilions

USC Price emphasizes building cross-sectoral relationships in solving public issues, while returning the values of citizenship and public service back into the domain of good government.”

Robert Perez, MPA ‘14
Police Officer, City of Santa Ana, CA

Some of the program's specific strengths include:

- A management, analytical, and policymaking focus that prepares students to pursue their individual interests and concentrate in one of many specialized fields
- A world-class full-time faculty of exceptional diversity and strength
- An active part-time faculty of distinguished professionals
- An 86-year history of leadership in public administration education
- Paid internship opportunities
- A learning laboratory in the urban context of Los Angeles and Southern California
- A cross-sectoral approach: public, private, and nonprofit
- The City/County Management Fellowship, which offers selected students financial, academic, and professional support from prestigious faculty and practitioners in local government
- An extensive alumni network
- An advising board comprising leaders in the public, private, and nonprofit sector
- MPA Labs—enriching workshops that develop professional skills and knowledge about a broad range of social issues
- A satellite center in Sacramento — the Price School in Sacramento at the USC State Capital Center — allows students to gain first-hand knowledge of complex state-local and state-federal relationships
- The option to complete the entire MPA degree online
- The MPA program is a two-year full-time program or a three-year part-time program, and may be completed at the University Park Campus in Los Angeles or the Price School in Sacramento

GRADUATE CERTIFICATE PROGRAMS

The Price School offers several graduate certificate programs in its major fields of study, which may be completed in conjunction with a graduate program. Students in the MPA program may be interested in earning one or more of the following graduate certificates:

- Certificate in Administration of Long Term Care Programs
- Certificate in City/County Management
- Certificate in Nonprofit Management and Policy
- Certificate in Political Management
- Certificate in Homeland Security and Public Policy
- Certificate in Public Policy*
- Certificate in Real Estate Development
- Certificate in Sustainable Policy and Planning
*See priceschool.usc.edu/certificates/certificate.

For more information or to view the complete list of all graduate certificate offerings, please visit priceschool.usc.edu/certificate.

ADMISSION AND SCHOLARSHIP DEADLINES

Fall December 15 scholarship deadline
Fall July 1 final admission deadline
Spring November 1 final admission deadline
Summer April 1 final admission deadline

ONLINE MASTER OF PUBLIC ADMINISTRATION

The Price School offers its distinguished Master of Public Administration (MPA) program in the online learning arena. See page 62 for more information.

DOCTOR OF PHILOSOPHY, PUBLIC POLICY AND MANAGEMENT (PHD)

The Price School offers a PhD in Public Policy and Management. See page 46 for more information.

MPA Program Characteristics*

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Count</th>
</tr>
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<tbody>
<tr>
<td>Total Enrollment (on campus)</td>
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<tr>
<td>Total Enrollment (online)</td>
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<tr>
<td>% Enrolled Full Time</td>
<td>82%</td>
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<tr>
<td>% Underrepresented</td>
<td>26%</td>
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<tr>
<td>% International</td>
<td>24%</td>
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<tr>
<td>% Outside Southern California</td>
<td>24%</td>
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<tr>
<td>Average Age</td>
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<tr>
<td>Average Class Size (core)</td>
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<tr>
<td>Average Class Size (elective)</td>
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<td># New Students (Fall 2013)</td>
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<tr>
<td># New Students (online)</td>
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<tr>
<td>GPA (2nd and 3rd quartile range)</td>
<td>3.0-3.53</td>
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<tr>
<td>GRE (2nd and 3rd quartile range)</td>
<td>159-165</td>
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<tr>
<td># Academic Year 2013-14 Academic Program 150-163</td>
<td></td>
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</tbody>
</table>

*See priceschool.usc.edu/gainful-employment-disclosure.

GRE (2nd and 3rd quartile range): 159-165

% Underrepresented: 26%

% International: 24%

Average Age: 28

Average Class Size (elective): 15

# New Students (Fall 2013): 134

# New Students (online): 80

GPA (2nd and 3rd quartile range): 3.0-3.53

Academic Program: 150-163

% Outside Southern California: 24%
Welcome to Los Angeles
The most dynamic learning laboratory in the United States and the gateway to the Pacific Rim. There is no better place to learn about governance, urban development, and social policy than Los Angeles, a world-class metropolis that is home to USC and the Sol Price School of Public Policy. With more than 100 nationalities and 96 spoken languages among its residents, L.A. County is the most diverse, multiethnic metropolitan area in the U.S.

Much more than one of the world’s most stunning playgrounds, few places in the world are more central to commerce, finance, technology, aerospace, entertainment, and countless other industries than Los Angeles. Downtown L.A. is the largest government center outside of Washington, D.C., and the city remains the leading manufacturing center in the United States. The L.A. Customs District — including the ports of Los Angeles and Long Beach, Port Hueneme, and L.A. International Airport — is the nation’s largest in terms of international trade. If the L.A. region were a country, its economic output would rank 15th in the world.

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Forging solutions through policy change
Policy analysts inform and shape the public mandates and strategies that improve life for residents in all communities. Working within a complex system of governance, they partner with peers and colleagues in government, business, and the nonprofit sector to find innovative solutions to societal problems and challenges. They integrate leadership, analysis, evaluation, and management to address the most pressing policy issues facing society. Their work covers a wide range of fields, including social and urban services, environmental sustainability, economic development, international affairs and trade, health, education, transportation, and homeland security.

Policy analysts confront many of today’s most significant social issues, such as:

- How can business, government, and the nonprofit sector collaborate to develop sustainable economic development strategies?
- How can urban policymakers ensure adequate and affordable housing in congested urban areas?
- What technological investments and behavioral changes are needed to address climate change?
- What can schools do to help reverse the childhood obesity epidemic?
- What role can the philanthropic sector play in fostering community in low-income neighborhoods?
- How can local governments more meaningfully engage community members in policymaking and planning?
- How can society address inequality and equity issues including health disparities, environmental justice, and the achievement gap in education?

THE MASTER OF PUBLIC POLICY PROGRAM (MPP)
The Master of Public Policy (MPP) program at the USC Sol Price School of Public Policy is one of the most distinguished of its kind in the United States. The Price School is rated sixth overall among public affairs schools nationwide, according to U.S. News & World Report.

In the MPP program, students are taught to place knowledge in action. A strong analytic core—economic analysis, quantitative analysis, and political analysis—with a professional focus ensures that students have the skills to be successful in our rapidly globalizing world. Through coursework, interaction with faculty, and a renowned practicum experience with notable real-world clients, MPP students gain awareness of the political environment and develop an understanding of the effects that decisions have on government, business, and the community.
“Price’s commitment to diversity sets it apart. I also have been consistently impressed by its unapologetic commitment to social justice, and its efforts to ensure that a social justice focus permeates the school’s curriculum.”

La Mikia Castillo, MPP/MPL ’12
Associate Director, Western Region, Education Pioneers

The program offers a number of distinct features: • One-on-one access to full-time faculty • Professors who involve students in meaningful research and community engagement • Leadership development • Instruction in a broad range of analytical skills • Practical, real-world experience and career support

MPP students are an exceptional group who vary in their backgrounds, experience, interests, professional training, and education. Some come straight from an undergraduate setting, while others have significant experience in professional practice. While most public policy students hold bachelor’s degrees in the social sciences, students with an undergraduate degree in any field are eligible for admission and encouraged to apply.

Faculty members, employers, and program advisers often remark on the characteristics of the typical MPP candidate — strong analytical, quantitative, and verbal skills; intellectual curiosity; and a deep commitment to understanding and solving the problems facing our society.

“Combining analytical and quantitative methods with client-driven projects, USC Price’s innovative and interdisciplinary MPP program trains future leaders,” says Professor Antonio Bento, director of the MPP program in public policy. “As we face critical policy challenges at home and abroad, from climate change to immigration, there is a great need for public policy experts and a multitude of rewarding employment options.”

The program is a two-year full-time program or a three-year part-time program.

MPP SPECIALIZATION ELECTIVES
MPP students are encouraged to specialize within a substantive subject area. Students are free to design specializations, but popular areas include:

• Urban and Social Policy
• Community and Economic Development
• Environmental Policy
• Health Policy
• International Policy Development
• Social Justice
• Homeland Security and Public Policy
• Civil Infrastructure
• Education Policy
• Management

• Media and Communication Policy
• Nonprofit Management and Policy
• Political Management
• Transportation Policy and Planning

GRADUATE CERTIFICATE PROGRAMS
The Price School offers several graduate certificate programs in its major fields of study, and may be completed in conjunction with a graduate program. Students in the MPP program may be interested in earning one or more of the following graduate certificates:

• Certificate in Administration of Long Term Care Programs
• Certificate in Homeland Security and Public Policy
• Certificate in Nonprofit Management and Policy
• Certificate in Public Management
• Certificate in Sustainable Policy and Planning
• Certificate in Political Management
• Certificate in Real Estate Development
• Certificate in Transportation Systems

For more information or to view the complete list of all graduate certificate offerings, please visit priceschool.usc.edu/certificate.

ADMISSION AND SCHOLARSHIP DEADLINES
Fall December 15 scholarship deadline
Fall July 1 final admission deadline

DOCTOR OF PHILOSOPHY, PUBLIC POLICY AND MANAGEMENT (PHD)
The Price School offers a PhD in Public Policy and Management. See page 46 for more information.
At the nexus of innovation and social change

The nonprofit sector is where change becomes a reality, dealing with some of society’s most complex public problems and working to develop solutions. The issues span from school reform to health care access, economic development to cleaner environments, affordable housing to greater mobility, and civic engagement to effective governance. Within the sector, nonprofit organizations provide essential public services, advocate for public policy and social change, and help form and sustain the networks that strengthen the bonds of communities.

Evolving funding sources and governance structures enable nonprofits to fulfill this unique role, distinct from government and business. The size and scope of challenges faced by communities have pushed nonprofits to build the capacity to find innovative solutions by encouraging experimentation with scalable models. Consequently, the nonprofit sector is an important source of social innovation — whether by itself or in concert with government or business — not only in the U.S., but worldwide.

Nonprofits, philanthropy, and social innovation are three areas of study crucial to addressing today’s most pressing issues. The lessons that can be learned from each other, and even the possibilities of added value through collaboration, will be a big part of changing society for the better.

For students and working professionals looking to acquire a complete, multidisciplinary understanding of the nonprofit and philanthropic sector as well as how best to use that knowledge to effect social change, the USC Price School of Public Policy offers an unparalleled educational environment.
the missions of service delivery nonprofits, advocacy organizations, social enterprises, and philanthropic institutions throughout the U.S. and the world.

The Master of Nonprofit Leadership and Management program is designed for those with several years of work experience as well as those intending to embark upon careers in this field. It builds on the Price School’s considerable research strengths and top-ranked academic foundation in philanthropy and nonprofits as well as Price’s longstanding commitment to positioning nonprofit activities within a broad cross-sector context. It complements the curricular offerings of other Price degree programs, while providing a comprehensive experience in an educational environment found only at USC Price.

The program’s unique principal features:

Curriculum
The Master of Nonprofit Leadership and Management degree is intended as a one-year program. The curriculum includes leadership and management, analytical, and contextual courses focusing on the nonprofit sector, complemented by specialty courses in board governance, fund development, financial management, and strategic planning for nonprofit organizations, to name just a few.

Cohort
The degree is based on a cohort program model. Enrolled students proceed together through a prescribed sequence of core courses, creating a group that will benefit from diverse experiences, backgrounds, and interests. Students will start in June and most will complete the program the following May.

Capstone
One of the unique features of the program is engagement with high-performing philanthropic and nonprofit organizations through a client-based capstone course. During their final semester, students work in teams on a semester-long project for a nonprofit or philanthropic organization. This project may entail recommendations for better managing the client’s organization, new methods for advocating for social change, or strategies for funding and community engagement. At the conclusion of the course, students will produce a formal report and present their recommendations to the client.

GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT AND POLICY
Students enrolled in other Price master’s degree programs can obtain a foundation in nonprofit management and policy through the graduate Certificate in Nonprofit Management and Policy. It develops nonprofit management skill and provides students with knowledge needed to understand the increasing importance of nonprofits in society and their role in forming and influencing public policy.

NONPROFIT SPECIALIZATION ELECTIVES
- Master of Public Administration students can pursue a specialization in Nonprofit Management and Policy.
- Master of Public Policy students can pursue a specialization in Nonprofit Management and Policy.

Both specializations consider how philanthropy and the nonprofit sector can contribute to innovative public problem solving.

For more information on the graduate certificate, the MPA and MPP specialization electives, as well as information related to all nonprofit and philanthropy initiatives at the Price School, please visit priceschool.usc.edu/nonprofits-philanthropy.

Dean’s Merit Scholarship
Merit-based scholarships are awarded at the time of admission to some entering USC Price students. In most cases, awards are renewable for a second year assuming satisfactory academic progress.

ADMISSION AND SCHOLARSHIP DEADLINES

<table>
<thead>
<tr>
<th>Summer</th>
<th>March 15 admission deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dec. 15 scholarship deadline</td>
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</tbody>
</table>

"The challenges of leadership in the nonprofit sector are fundamentally different from the public and private sectors due to its mission focus, the complexity of multiple funding sources, the unique legal and regulatory environment, and the array of interactions with government and business. The Master of Nonprofit Leadership and Management program provides greater depth for many students pursuing careers in philanthropy, nonprofit management, and social innovation."

James M. Ferris
Professor;tinyExxonMobil Chair in Nonprofit Entrepreneurship and Public Policy; Director, Center on Philanthropy and Public Policy

Assistant Professor Nicole Esparza

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School of Public Policy
priceschool.usc.edu

Graduate Programs in Nonprofit Leadership and Management
USC graduates designed Los Angeles’ City Hall, the Department of Water and Power Building, St. Basil’s Catholic Church, Cedars-Sinai Medical Center, and other notable structures, civic areas, and places of commerce and recreation in the Southern California urban landscape.
Graduate Programs in Health Policy and Management

Addressing critical healthcare needs

The United States healthcare system is undergoing profound change. Access, quality, and cost of healthcare are critical issues that affect all citizens, residents, and communities. Healthcare and the healthcare industry — which account for more than 18 percent of the entire U.S. economy — involve complex and fast-moving developments in technology, economics, ethics, finance, policy, and management. As an issue and as a sector, healthcare requires an understanding of public, private, and nonprofit interactions. Visionary and effective leadership is needed to improve management structures in a highly competitive, market-driven environment and to build transparent, accountable, evidence-based care.

As the healthcare delivery system changes, career opportunities abound. No field has greater need for leaders and managers — in hospitals, health plans, medical practices, health-related enterprises, and community health organization — who possess the knowledge, skills, and experience to shape the future of healthcare.

Tomorrow’s healthcare leaders must address such pressing issues as:

- How can we control healthcare costs as baby boomers become senior citizens and medical technology continues to advance?
- How can we measure quality of care?
- How can we assure that all U.S. residents have access to healthcare?

THE MASTER OF HEALTH ADMINISTRATION PROGRAM

The Master of Health Administration (MHA) program draws on the university’s more than 35 years of leadership in post-graduate education in the health management and policy field. Its distinguishing feature is the application of quantitative methods within organizations to arrive at sound answers to multiple questions.

The curriculum emphasizes five contemporary key areas: Management, Operations, and Leadership; Health Policy Analysis; Quality of Care; Health Finance; and Health Information Technology. The program is designed to allow for in-depth specializations in two of these five areas, with an emphasis on quantitative analytic methods throughout.

The USC Sol Price School of Public Policy is rated sixth overall among public affairs schools nationwide, according to U.S. News & World Report, and fourth in the health policy and management subcategory.

The MHA has established strong ties to the healthcare community — successfully bridging the worlds of academics and professional practice. Its Health Advisory Board comprises top executives in healthcare, government, and business as well as senior level leaders of healthcare organizations. Consequently, MHA students have direct access to those who are shaping healthcare policy throughout the world.
EMHA Program Characteristics*

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<tr>
<td>Average Years of Work Experience</td>
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</tr>
<tr>
<td>* Academic Year 2013-14</td>
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MHA Program Characteristics*

<table>
<thead>
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<th>Total Enrollment</th>
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<td>% Enrolled Full Time</td>
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<tr>
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<td>53%</td>
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<tr>
<td>% Outside Southern California</td>
<td>34%</td>
</tr>
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<td>Average Age</td>
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<tr>
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</tr>
<tr>
<td>Average Class Size (elective)</td>
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<tr>
<td># New Students (Fall)</td>
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<tr>
<td>GRE (2nd and 3rd quartile range)</td>
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</tr>
<tr>
<td>* Academic Year 2013-14</td>
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</tbody>
</table>

The U.S. and California healthcare systems evolve constantly to better meet the needs of society, even when faced with significant budget constraints," says Professor Mike Nichol, director of graduate programs in health. "Our program prepares healthcare administrators to lead their organizations by adopting innovation solutions based on evidence."

The MHA program is designed as a two-year full-time program but can be completed as a part-time program.

MHA SPECIALIZATIONS
MHA students may select from the following specializations:
• Management, Operations, and Leadership
• Health Policy Analysis
• Health Finance
• Health Information Technology
• Quality of Care

GRADUATE CERTIFICATE PROGRAMS
The Price School offers several graduate certificate programs in its major fields of study, and may be completed in conjunction with a graduate program. MHA students may be interested in these graduate certificates:
• Certificate in Administration of Long Term Care Programs
• Certificate in Management of Ambulatory Care Systems
• Certificate in Nonprofit Management and Policy
• Certificate in Public Policy

For more information or to view the complete list of all graduate certificate offerings, please visit priceschool.usc.edu/certificate.

DEAN’S MERIT SCHOLARSHIP
Merit-based scholarships are awarded at the time of admission to some entering USC Price students. In most cases, awards are renewable for a second year assuming satisfactory academic progress.

ADMISSION DEADLINES
Full Fall: July 1 Spring: November 1 Summer: April 1

MASTER OF HEALTH SYSTEMS MANAGEMENT ENGINEERING
The Master of Health Systems Management Engineering is a joint program with the USC Viterbi School of Engineering, Computer Science, and Industrial and Systems Engineering. It prepares students for process improvement roles in the healthcare industry, particularly hospitals and health management organizations. Many courses are offered at night and/or through the Distance Education Network, so students can enroll while continuing employment. (The program is open to graduates from all engineering and technical majors. Students with applied social science backgrounds should complete the Master of Health Administration degree.)

For more information, please visit priceschool.usc.edu/master.

EXECUTIVE MASTER OF HEALTH ADMINISTRATION
The Executive Master of Health Administration (EMHA) is a hybrid online degree program with two five-day intensive classes held at the USC campus in Los Angeles, designed to be taken from anywhere in the world. The program provides an unparalleled opportunity for mid- to senior-level clinical and management professionals to advance or transition their careers in the dynamic field of healthcare. It accommodates the schedules of fully-employed professionals, enabling them to earn their degrees while progressing in their careers simultaneously. The Executive MHA course of study features an integrated thematic approach focusing on five themes related to accountability in health services organizations. The program specifically and uniquely focuses on the academic and leadership imperatives necessary to enable highly talented professionals to excel in our rapidly changing healthcare delivery environment.

The five themes include:
1. Thriving in transformational times through innovative leadership
2. Delivering cost-effective care in an era of value-based purchasing
3. Providing efficient management and administration
4. Developing and implementing strategies to enhance patient safety and quality of care
5. Demonstrating organizational and clinical effectiveness through health information technology

The program can be completed in two years. For more information, please visit exechealthadmin.usc.edu.

“Small programs … have the underlying strengths of academics and theory, but you’re also learning to be flexible within a team…those skills are incredibly important in life and business.”
Chris Van Gorder, MPA ’86 President and CEO, Scripps Health

“…”
Brent Curtis, MHA ’14 Performance Improvement Specialist, San Francisco General Hospital and Trauma Center

“…”
Philippa Osafo-Ampadu, MPA ’97 Education Coordinator, Center for Global Health

“…”
I was a member of the Student Health Council, and interacted with a majority of MHA students. SHC also organizes a mentor- mentee program where first-year students can learn from second-year students.”

*Programs and offerings are subject to change.
Real estate developers are the impresarios of the built environment. They orchestrate the talents of many players and balance the wants and dreams of various constituents touched by development projects. It is their job to discover how we want to live and work—and to provide the settings accordingly. In many ways, real estate developers are creators of the urban landscape, working within complex systems of governance to tackle the challenge of converting undeveloped or underutilized resources into homes, employment centers, civic areas, and places of recreation and commerce. They embrace the risks, responsibilities, and rewards that come with making our built environments more habitable and prosperous.

With greater frequency, community groups, government agencies, other property owners, and even the media are becoming involved in the real estate development process. Like Sol Price himself, the Price School recognizes that successful real estate developers must fully grasp the important roles that public policy, public administration, and urban planning play in the process.

To remain competitive, today’s industry professionals require advanced training that prepares them to deal with an increasingly technical and interdisciplinary field. In this rapidly evolving industry, developers must address pressing questions, such as:

• What will cities need now and in the future?
• What forms of development will create the most value for society?
• Who are the natural partners for such development and redevelopment?
• Who will fund such projects? Who will shepherd them?
• What risks exist in pursuing such projects, and how can these be mitigated?

THE DOLLINGER MASTER OF REAL ESTATE DEVELOPMENT PROGRAM

Established in 1986, the Dollinger Master of Real Estate Development (MRED) program at the USC Sol Price School of Public Policy is one of a small number of graduate degree programs in the country focused on real estate development, and one of the most highly regarded.

The MRED program is well established and closely connected to the real estate industry through the USC Lusk Center for Real Estate, a joint program of the Price School and the USC Marshall School of Business.
Sol Price created one of the first real estate investment trusts (REITs) in California. He went on to form another REIT with shopping center holdings throughout the United States.

Through its focus on design, finance, and policy, the MRED program prepares graduates for key positions in real estate development and investment. Courses combine lectures, projects, case analyses, site visits, and exercises so that students can experience all facets of the real estate profession’s tasks and challenges — market analysis, finance and deal structuring, site planning, and project management and operations — and all product types — residential, commercial, retail, office, and industrial. Whether in the context of urban redevelopment, historic preservation, or suburban growth, MRED students gain an advanced perspective on the importance of relevant issues in real estate law, economics, finance, marketing, negotiation, architecture, urban history, planning, project management, and construction technology.

Students come from backgrounds in appraisal, architecture, commercial brokerage, construction management, commercial banking, commercial investment, asset management, real estate development, and urban planning. “What ties them together is an entrepreneurial spirit and a strong desire to have an influence on the built environment — they want to be able to touch the product of their efforts,” says Associate Professor Chris Redfearn, director of graduate programs in real estate.

DUAL DEGREES
It is possible to earn the MRED degree simultaneously with three other graduate degrees offered at Price and other schools at USC. For more information, please visit priceschool.usc.edu/programs/masters/mred/curriculum/dual-degrees.

USC ROSS MINORITY PROGRAM IN REAL ESTATE
The USC Ross Minority Program in Real Estate is an educational platform providing critical skills to women and minorities and offering graduates the opportunity to participate in leadership roles and establish a pathway for success within the real estate industry. Our mission is to expand the pool of talented professionals and broaden options for investment in urban communities. Since its inception, the program has trained nearly 800 participants who play key roles in many significant commercial, mixed-use, and housing developments throughout the nation. The Ross Program is offered twice each year — a Winter Session and a Summer Session. The curriculum is concentrated in real estate finance, delivered by notable USC faculty. Additional instruction on related subjects is provided by experienced real estate practitioners, along with field trips, panel discussions, case studies, and group projects. The courses are fluid and incorporate topics that reflect current market conditions. A highlight of the program is a team case study allowing students to apply and integrate what they’ve learned in a challenging “real world” project.

For more information, please visit lusk.usc.edu/ross.

ADMISSION AND SCHOLARSHIP DEADLINE
Summer February 1

The Dollinger MRED program is a one-year full-time program or a two-year part-time program.
International Programs

Bringing global home

In this era of globalization, the arena of professional practice is an international one. Leaders must be adept at addressing issues that arise both locally and globally. Issues of sustainability and the environment, health, infrastructure, public finance, governance, the role of nonprofits, economic development, changing demographics, terrorism, and leadership are increasingly important and transcend national boundaries. Successful leaders must have the skills to address these issues from an international and comparative perspective as well as an understanding of the roles of national and local governments, non-governmental organizations, and private businesses in different societies in solving these increasingly complex problems.

The Price School provides executive training to foreign government officials and managers from international organizations through several formats. One option is to enroll in existing courses offered through our Master’s degree or certificate programs. Another option is to invite Price faculty to conduct workshops overseas for a targeted audience or specific agency. Price also provides workshops at USC for visiting delegations on a mutually agreed upon theme or set of issues tailored to the interests of the visiting agency.

The Price School offers executive training in the following fields:
- Public Sector Leadership / Comparative Governance
- Municipal Finance and Mitigating Risks of Bankruptcy
- Economic Development and Growth
- Housing Policy and Land Use
- Infrastructure and Transportation Planning and Finance
- Civic Engagement and Consensus Building
- Project Management and Design Thinking

OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT AND MENTORING

Because of our locations in Los Angeles and Sacramento, the Price School has a long tradition of civic engagement within the community, and many of our alumni are in key leadership roles in public, private, and nonprofit organizations that are in close proximity to USC. The Price School, therefore, is in a position to provide professional development and mentoring opportunities to foreign officials participating in the school’s international executive education programs.

MASTER OF INTERNATIONAL PUBLIC POLICY AND MANAGEMENT

The International Public Policy and Management (IPPAM) program offers a Master of International Public Policy and Management (MIPM) degree designed for international students and U.S. students working in global settings. This executive program targets early- to mid-career professionals with experience in government, nonprofit agencies, or business firms engaged in the design, planning, and management of social programs and services.

Courses foster the critical thinking, problem-solving, and consensus-building skills needed to design innovative policy reforms and manage programs. The 32-unit curriculum includes an 18-unit core focused on economics, data analysis, policy analysis, management, and program evaluation. Students develop an area of specialization through 14 units of electives. Specializations include: public sector management and finance; policy methods; health management and policy; educational planning and management; urban planning and infrastructure management; transportation planning; nonprofit management; international development; social justice; media and communications; and business and trade policy.

Most students begin the IPPAM program in June. Fall semester admission can be accommodated for those whose organizations and governments require a full start date. The degree can be completed in 13 to 24 months of study.

For more information, please visit priceschool.usc.edu/ippam.

ADMISSION DEADLINE
Summer March 15 final deadline

IPPAM Program Characteristics*

| Total Enrollment | 65 |
| # New Students (Summer) | 20 |
| Average Age | 28 |
| Average Years of Work Experience | 5 |

* Academic Year 2012-13

CERTIFICATE IN INTERNATIONAL POLICY AND PLANNING

Undertaking comparative differences in policy approaches and governance institutions across countries, the Price School’s graduate Certificate in International Policy and Planning strengthens students’ understanding of global policy, planning, and public management issues. It builds a core foundation of knowledge about the governing institutions and agreements that operate on a global level, and better prepares students for the professional demands of the global arena. For more information, please visit priceschool.usc.edu/certificate-in-international-policy-and-planning.

INTERNATIONAL LABS

Each summer, the USC Sol Price School of Public Policy offers one or more international labs, which allow students to put their knowledge into practice by providing consulting services in a setting outside the United States.

“It’s not a luxury anymore to have an international fabric to your school,” says Jack H. Knott, dean of the Price School. “It’s essential for the way we train students and the kind of research we do.”

The Price School’s ongoing relationships with organizations that span the globe enable the school to offer students unique, multifaceted labs every year in Asia, Latin America, and Europe.

Recent programs “brought global home” by sending graduate students — across all of Price’s degree programs — abroad to do research on housing policy issues in São Paulo, Brazil; social media strategies for public engagement in Dublin, Ireland; and cross-border issues between Hong Kong and Shenzhen in China.

For more information, please visit priceschool.usc.edu/initiatives/international.
Alumni

Known as the Trojan Family, the USC alumni network is lifelong and worldwide. More than 374,000 living alumni are part of the Trojan Family and can be found in positions of leadership all over the world.

To learn about the Price School’s alumni, go to priceschool.usc.edu/alumni.
Executive and Leadership Programs

Advancing professional careers

In addition to offering traditional graduate and undergraduate degree programs, the USC Sol Price School of Public Policy offers an array of short-term and long-term executive educational opportunities. Our programs instill a multidisciplinary and problem-solving ethic, focus broadly and inclusively on the issues, constituencies, structures, and institutions engaged in public life; encourage innovation, entrepreneurship, experimentation, and collaboration; and emphasize both a domestic and global perspective. The Price School’s executive and leadership programs provide mid-level and senior managers professional development opportunities to advance their careers and impact society.

EXECUTIVE ACADEMIC PROGRAMS

DOCTOR OF POLICY, PLANNING, AND DEVELOPMENT

The USC Price School offers a Professional Doctor of Policy, Planning, and Development degree. This program appeals to mid-career professionals across the public, private, and nonprofit sectors who seek to enrich their knowledge and academic skills as well as deepen their understanding of how to transform organizations, communities, and societies.

The Doctor of Policy, Planning, and Development program prepares professionals for expert leadership in government agencies, consulting firms, institutional investment firms, health care organizations, development firms, nonprofit organizations, and social work and education systems. The program provides technological expertise and knowledge that nurtures the vision and creativity that students need to be effective leaders in their chosen arena.

Students routinely partner with colleagues across disciplines to find solutions to specific problems through field-of-practice trials and real-world projects. Throughout the process, the program inspires new ways of thinking and expands the existing skills of each student.

World-renowned Price School faculty teach both core and elective courses. Faculty also mentor students to shape and execute doctoral research projects grounded in scholarly literature, utilizing rigorous methodologies to achieve outcomes with implications for business, politics, and the social world.

Program goals include:

• To support accomplished professionals in advancing knowledge, enhancing skills, and expanding leadership capacities in fields of policy, planning, and development
• To create a unique educational environment that immerses seasoned managers and analysts in rich interdisciplinary dialogue through a common cohort experience with a focus on innovative ways to address local and global issues
• To establish a repertoire of new problem-solving

DPPD Program Characteristics*

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<td>% International</td>
<td>1.8%</td>
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<tr>
<td>% Outside of Southern CA</td>
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</tr>
</tbody>
</table>

* Academic Year 2013-14

“I am humbled to be a part of a world-class university and an equally impressive DPPD student body — academic practitioners who collectively seek scholarly ways to contribute to the greater good. If you ‘dare to dream,’ this is the program that can make it a reality.”

Erroll Southers
Doctor of Policy, Planning, and Development ’14; Director for Homegrown Violent Extremism Studies, Safe Communities Institute, USC Price School

USC Price School of Public Policy

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**The EML program**

provided so much more than a career-enhancing opportunity; it provided a life-enriching experience that I’ll cherish forever.”

Gary Perez, EML ’13

President/CEO

USC Credit Union

**SKILLS AND THEORETICAL PARADIGMS**

The EML program provided a comprehensive understanding of leadership that can significantly enrich decision-making and support thinking about policy reform in public and private sectors.

- To equip professionals not only with sophisticated analytical tools but also with the sensitivity and cultural awareness needed to occupy leadership positions within their field anywhere in the world.

**ADMISSION DEADLINE**

February 1

**EXECUTIVE MASTER OF LEADERSHIP**

The Executive Master of Leadership (EML) degree program is designed for working professionals with significant management or leadership experience and teaches effective leadership practices through a curriculum with three distinguishing features:

- Leadership through core values
- A multidisciplinary problem-solving approach
- Emphasis on transformational leadership that connects the public, private, and nonprofit sectors

The 28-unit curriculum (seven classes) comprises four core courses and three electives. The core courses are completed over a 14-month period in an intensive format. The three electives may be taken during the same 14-month period or after completing the core classes, thereby making it a two-year program.

The core courses develop leadership practices across five levels of skill development: individual, team, organizational, community, and institutional. They emphasize action learning and experiential exercises to develop leadership skills needed in complex, non-hierarchical, networked environments that involve the public, nonprofit, and private sectors.

The three elective courses can be taken so as to build a specific skill set.

For more information, please visit priceschool.usc.edu/eml.

**ADMISSION DEADLINE**

April 15

**EXECUTIVE MASTER OF HEALTH ADMINISTRATION**

The USC Sol Price School of Public Policy offers an Executive Master of Health Administration (EMHA) degree. Graduates of the EMHA are poised to advance or transition their careers in health management and policy. See page 33 for more information.

**MASTER OF INTERNATIONAL PUBLIC POLICY AND MANAGEMENT (IPPM)**

The USC Sol Price School of Public Policy offers a Master of International Public Policy and Management degree. This executive program is for mid-career professionals with experience in government, nonprofit agencies or business firms engaged in the design, planning, and management of social programs and services. See page 38 for more information.

**SHORT TERM EXECUTIVE TRAINING**

**SHORT TERM EXECUTIVE LEADERSHIP PROGRAMS**

The Executive Education Forum for Policy and Administration at USC Price (EXED) offers specialized non-degree certificates for local and global leaders. EXED is a suite of intensive programs targeting senior, mid-level, and emerging leaders designed to deepen their understanding of policy issues, augment their ability to leverage existing public sector capacity, and foster leadership. These programs build the capacity to implement effective policy — central to the goal of the Bedrosian Centre. EXED achieves this by bringing together the world-renowned faculty of USC Price, experienced practitioners, and a dynamic curriculum.

For more information, please visit priceschool.usc.edu/exed.

**LOCAL LEADERS PROGRAM**

The Local Leaders program gives elected and appointed officials a substantive grounding on important policy issues facing decision-makers. Typically taught in a series of modules over two days, the program’s goal is to help officials make smarter decisions by using information presented in a rich, local context.

**GLOBAL LEADERS PROGRAM**

The Global Leaders program trains public servants, senior executives, and administrators, as well as emerging leaders, in professional development. This program offers customized programs for domestic and foreign governments, government agencies, and policy-driven organizations, with the goal of satisfying their specific needs.

For more information, please visit bedrosian.usc.edu/exed.

**PROFESSIONAL LEADERS**

For the last 40 years, our custom-designed leadership programs and executive coaching have made tangible differences for hundreds of public, sector and nonprofit professionals within California, across the nation, and throughout the world. Executives expand their leadership potential through interactive seminars that address five different layers — society, community, organization, group, and individual — lessons that apply directly to public and nonprofit environments.

The curricula provide real approaches to real situations. For more information, please visit priceschool.usc.edu/programs/sacramento/leadership.

**EML Program Characteristics**

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* Academic Year 2014-15
Impact through scholarship

Professors, scholars, and academic researchers in the fields of policy, planning, and development produce work of the greatest academic rigor that has a palpable impact on the world around us. Through critical discourse and inquiry, field work, and theoretical training, PhD students examine issues of governance and contribute place-based solutions to problems that face communities everywhere in the world. The USC Sol Price School of Public Policy offers PhD programs in both Urban Planning and Development as well as in Public Policy and Management.

The Price School is renowned for its engaged faculty who mentor, train, and inspire doctoral candidates to contribute to the scholarly foundations of their chosen fields. The Price School faculty help PhD students publish and present their work at conferences, and often co-author papers with them. The school’s 12 research centers provide ready access to research venues. Unique faculty-student workshops support students in developing their research agendas.

FUNDING

All incoming PhD students are fully supported for four years through a graduate assistantship that provides for tuition, stipends, and health and dental insurance. Students beyond their fourth year of study are supported through teaching or research assistantships, or funding from USC or other outside sources.

DOCTOR OF PHILOSOPHY IN PUBLIC POLICY AND MANAGEMENT (PhD)

The PhD in Public Policy and Management (PPM) produces researchers and scholars who shape the direction of public affairs research. The curriculum combines interdisciplinary training in public policy and management as well as rigorous methodological training, along with disciplinary training in economics, sociology, political science, or organizational theory.

Working closely with faculty mentors, PPM students develop substantive expertise in core areas within the Price School or within a related disciplinary field in another USC department. Examples include:

- Civic engagement
- Economic development
- Governance
- Health policy and management
- Homeland security
- International development
- Network theory
- Nonprofits and philanthropy
- Social policy
- Sustainability and the environment
- Transportation and infrastructure

Research and teaching seminars along with faculty/student workshops to support dissertation development ensure that graduates are prepared for positions at leading research universities and institutes throughout the U.S. and the world. Price School graduates hold tenure-track positions at Ohio State University, University of Georgia, University of Miami, University of Kansas, University of Southern California, University of Texas-Austin, Cuy University of New York, University of Oklahoma, Peking University, and Seoul National University and research positions at the Public Policy Institute of California, the USC Center for Risk and Economic Analysis of Terrorism Events (a federally funded Homeland Security Center) and the Korean Institute for Public Administration.

For more information, please visit priceschool.usc.edu/phd.

**Combined PhD Program Characteristics**

| Total Enrollment | 14 |
| Underrepresented | 13% |
| International | 55.6% |
| Outside Southern California | 39.2% |
| New Students (Fall) | 7 |
| Average GPA | 3.54 |
| Average GRE V | 160 |
| Average GRE Q | 163 |

* Academic Year 2013-14

**ADMISSION DEADLINE**

December 1
DOCTOR OF PHILOSOPHY IN URBAN PLANNING AND DEVELOPMENT (PHD)

The PhD in Urban Planning and Development (UPD) prepares students to be academics and scholars who research contemporary urban problems and contribute new ideas and innovative solutions to the critical issues facing communities here and abroad.

The majority of the world’s population now lives in cities; in 20 years, the total will swell to two-thirds. As the specter of explosive urban growth looms, it also presents contemporary challenges in practice, such as demand for shelter; community livability; sustainable development; infrastructure deficit; climate change; social equity and environmental justice; and response to the demographic shifts of an aging and multicultural population. These challenges shape the frontiers of research and scholarship that will engage doctoral students and faculty alike.

Through advanced courses in planning theory, urban development, and methodology, UPD students obtain a strong foundation from which to launch their scholarly careers.

Building on the strengths of the faculty of the USC Sol Price School of Public Policy, UPD students may focus on one of the following fields:

• Economic development
• Environment and sustainability
• Housing and real estate development
• International development
• Social and community planning
• Transportation and infrastructure
• Urban form and design
• Metropolitan and regional growth

The culture of the doctoral program requires participation in research and teaching seminars as well as presentation of papers at academic and professional conferences. Graduates of the UPD program secure tenure-track and research positions at leading research universities and institutes throughout the U.S. and the world. Price School graduates hold faculty positions at the University of California, Los Angeles; University of Washington; University of Illinois at Urbana-Champaign; University of Oregon; Korea Transportation Institute; University of Cincinnati; University of California, Irvine; Cardiff University (UK); Queen’s University (Canada); Seoul National University; and the National University of Singapore.

For more information, please visit priceschool.usc.edu/phd.

ADMISSION DEADLINE
December 1
Cultivating tomorrow’s leaders
This program educates future leaders and problem solvers who care about the well-being and efficiency of our neighborhoods, communities, cities, country, and the world. The PPD program blends a strong liberal arts foundation with professional competence.

Dedicated to the notions of innovative governance, place-based solutions, and healthy communities worldwide, the Bachelor of Science in Policy, Planning, and Development (PPD) Appeals to students interested in managing and leading public and private organizations, designing, building, and improving communities, protecting the environment, improving society’s health, and advocating for the public good. Students focus on one of our four tracks — health policy and management, nonprofit and social innovation, public policy and law, or sustainable planning. Students go on to graduate school and/or careers in government, healthcare, law, nonprofit, real estate development, and urban planning.

THE BACHELOR OF SCIENCE IN POLICY, PLANNING, AND DEVELOPMENT
Pursuing the PPD degree provides students with a rigorous and wide-ranging interdisciplinary undergraduate education. Students engage in the analysis of society’s political, social, and economic issues in areas such as the environment, urban life, and healthcare. Students interact closely with faculty who are leading scholars and researchers in their fields, as well as with working professionals who are some of industry's most accomplished practitioners. Students participate in networking nights, career fairs and seminars, and information sessions with prospective employers. PPD students receive career planning guidance and attend resume-writing and interviewing workshops. They enjoy access to job listings in consulting organizations, government, healthcare, nonprofits, planning, and private corporations.

Faculty, employers, and program advisers often remark on the characteristics of the typical PPD student — strong leadership abilities, intellectual curiosity, and a commitment to improving people’s lives.

“Price undergraduate students truly understand the need to move from ideas to action,” says LaVonna Lewis, teaching professor and director of undergraduate programs. “They take the lessons and tools learned in the classroom and apply them to a wide range of problems in their respective fields, and get a chance to see first-hand the difference they can make in the world.”

UNDERGRADUATE WASHINGTON, D.C. SEMESTER PROGRAM
Undergraduate juniors and seniors can be eyewitnesses to and participate in the decisions made in Washington, D.C. that influence and affect all aspects of our lives. Offered in partnership with George Washington University, USC’s Washington Semester program offers undergraduate students a unique learning, living, and internship opportunity in the nation’s capital. Students earn up to 16 units of USC credit.

PROGRESSIVE DEGREES
For a select number of students in the PPD major, USC offers the opportunity to complete a graduate master’s degree while finishing their undergraduate degree. In five years they emerge with both degrees, ready to excel in the professional workplace. The Price School currently offers progressive degrees with the Master of Health Administration, Master of Planning, Master of Public Administration, and Master of Public Policy programs. In partnership with the USC Gould School of Law 3+3 program, PPD students can complete a law degree in six years.

For more information, please visit priceschool.usc.edu/programs/undergraduate/progressive-degrees.
Undergraduate Program in Real Estate Development

**Impacting the community**

The USC Sol Price School of Public Policy has launched an innovative, interdisciplinary major that teaches students to not only understand the finance and investment facets of the field, but also the impact that real estate development has on communities. The evolving urban landscape of Los Angeles provides the perfect backdrop for this new program.

“One of the big trends on the planet right now is a rush to urbanization,” says program director Christian Redfearn, Borstein Family Endowed Professor of Real Estate. “After 100 years of spreading out into suburbia, people are moving into cities. Professionals are needed to navigate that urbanization.”

**THE BACHELOR OF SCIENCE IN REAL ESTATE DEVELOPMENT**

This new degree program builds upon the Price School’s 30-year commitment to real estate education. Successful real estate professionals must be able to grasp the many disciplines that shape real estate. Students will gain training in real estate fundamentals, development, real estate market analysis, advanced finance investment, history of planning and development, and designing livable communities. This degree incorporates finance and capital markets, regional and city planning, architectural design, and public policy.

The Price School’s BS in Real Estate Development provides the most comprehensive undergraduate real estate curriculum in the country and will prepare the next generation of real estate professionals.

The curriculum provides:

- A broad-based degree with marketable skills in real estate principles, real estate finance and investment, market analysis, underwriting, land use policy, and design — delivering a solid foundation for embracing an urbanizing 21st century.
- Full-time faculty who advance scholarship in real estate and real estate professionals who bring industry knowledge to the classroom.

**PROFESSIONAL DEVELOPMENT**

Outside the classroom, students are encouraged to reflect on the roles they would like to play in shaping our cities. Through career counseling, guest speakers in classes, networking opportunities with alumni, and mentoring programs, students gain an understanding of the full range of career options in real estate. Internship experiences provide direct exposure to the workings of real estate firms and allow students to apply skills learned in the classroom to real world situations.

The USC Trojan Real Estate Association (TREA) provides a forum for undergraduate students to establish their network of contacts, a vital resource for the industry. Each year, TREA hosts alumni speaker panels, site visits to projects under construction, and opportunities to meet with real estate employers. For more information, please visit usctrea.com.

The USC Lusk Center for Real Estate is renowned as one of the most prominent real estate research centers in the world. Each year, Lusk convenes industry leaders, students, and faculty in seminars, workshops, symposia, and forms to examine the current state of the industry and to anticipate future opportunities and challenges. For more information, please visit lusk.usc.edu.

**ALUMNI NETWORK**

Building on the strength of the Price School’s Dollinger Master of Real Estate Development program, graduates will be able to tap into an extensive network of alumni and professionals who will help them advance throughout their careers.

“Real estate development provided me with examples of real-life problems that I have since faced multiple times a day. Most of my classes were taught by professionals in the field who were able to teach scenarios you don’t find in a textbook. Real estate development at Price prepared me for a great start to my real estate career.”

Courtney Silver, BS ’11
Assistant Project Manager, Thomas Safran & Associates

*USC Price School of Public Policy*
USC’s Motto

PALMAN QUICUM MERUIT FERAT, can be translated loosely from the Latin as “let whoever earns the palm bear it.” The expression reflects the broad significance of palms, palm fronds and other branches of foliage as symbols of triumph, victory, ascension and regeneration in ancient times, and in particular may allude to the Roman custom of giving the victorious gladiator a palm branch as reward for prowess. USC adopted the motto in 1908.

Alluding as it does to accomplishment, righteousness and victory, USC’s motto speaks to qualities that are as inherent to the university today as they were in 1908.
The faculty at the USC Sol Price School of Public Policy are an exceptionally accomplished and diverse group of teachers and internationally recognized scholars. In addition to educating tomorrow's leaders, Price School faculty conduct research that engages real-world problem solving and enriches the store of knowledge in their fields. They publish in the most prestigious journals, hold leadership positions in scholarly societies, receive research funding from highly competitive grants, and garner awards for their intellectual contributions.

Price School faculty are committed to excellence in teaching. Many faculty members teach at all three levels in the school — bachelor’s, master’s, and doctoral — and an equal number teach courses in more than one discipline. Faculty members have earned numerous awards for teaching, and several of them have been recognized by USC’s Center for Excellence in Teaching for their work mentoring students and colleagues. Above all, faculty members inspire values that reflect the school’s commitment to bettering communities and improving the quality of life for the people who live in them.

In addition to the faculty introduced in these pages, the Price School seeks out community leaders, scholars, and professional practitioners to serve as adjunct faculty, bringing their rich, varied perspectives and experiences into the classroom.
Research Centers and Groups

USC Judith and John Bedrosian Center on Governance and the Public Enterprise strives to understand and promote democratic governance in the United States and across the world. bedrosian.usc.edu

Center for Economic Development assists local economic development organizations by providing technical assistance and training services for organizations to help develop community capacity. ced.usc.edu

Center for Interdisciplinary Decisions and Ethics (DECIDE) aims to enhance the scholarship and education of decision analysis and increase sensitivity toward ethical considerations in academia, industry, government, and society, with an emphasis on large-scale social problems and technological innovation. ced.usc.edu/cppp

Center on Philanthropy and Public Policy promotes more effective philanthropy and strengthens the nonprofit sector through research that informs philanthropic decision making and public policy to advance public problem solving. priceschool.usc.edu/cppp

Center for Sustainable CRIÉ engages in multidisciplinary research and education on the environmental, social, and economic sustainability challenges facing metropolitan regions. priceschool.usc.edu/csc

METRANS Transportation Center seeks to solve transportation problems of large metropolitan areas through multidisciplinary research, education, and outreach. priceschool.usc.edu/metrans

Population Dynamics Research Group employs census data, population forecasts, and the self-produced California Demographic Futures to promote policies aimed at improving the human condition. priceschool.usc.edu/popdynamics

USC Leonard D. Schaeffer Center for Health Policy and Economics uses evidence to challenge assumptions, advance policy, and promote healthcare by promoting health and value in healthcare delivery in the United States and internationally. healthpolicy.usc.edu

USC Leonard D. Schaeffer Institute for State and Global Policy focuses on the responsibility of leaders to implement policies that most benefit the people they serve. Through post-partisan collaboration, the institute works to develop real-world, sustainable solutions in five priority areas: education, energy and environment, fiscal and economic policy, health and human wellness, and political reform. schwarzenegger.usc.edu

USC Schwarzenegger Institute for State and Global Policy institutes (TRPI) is a nationally recognized policy and research institute, conducts analyses related to Hispanic and other low-income minority groups. priceschool.usc.edu/trpi

USC Sal Price Center for Social Innovation was established with the gift to name the USC Sal Price School of Public Policy. This center aims to advance ideas, strategies, and practices that enhance the quality of life for people in urban communities. The center provides opportunities for direct student engagement across all of the Price School’s primary disciplines. socialinnovation.usc.edu

USC Lusk Center for Real Estate is dedicated to expanding real estate knowledge, enlightening business practice, and confronting challenges that impact the real estate industry, the urban economy, and public policy. priceschool.usc.edu/lusk

US National Center for Risk and Economic Analysis of Terrorism Events (CREATE) enhances national security through forging models and tools for the analysis of the risks, costs, and impacts of terrorism, as well as implementing reasonable investments in homeland security. priceschool.usc.edu/create

Scholarship that matters

The USC Sal Price School of Public Policy is renowned for both its capacity to apply expertise from multiple fields to a single issue and its depth of contributions from each field. Its research provides vital data to important academic disciplines and helps shape real-world solutions.

Price School faculty rank third at USC in terms of per capita research grants — a reflection of both faculty productivity and the quality of research. In 2014-15, the Price School’s external funding totaled $50 million.

Central to the Price School’s work are the research and activities conducted through its research centers, institutes, and initiatives listed here. For more information, please visit priceschool.usc.edu/research.
Online Learning: Online Degrees and Certificates

Expanding our reach

The Price School offers two graduate degree programs, two graduate certificate programs, and approximately 10 additional graduate courses per year in an online learning format. The school ensures that online education students retain a strong sense of community, a hallmark of all Price programs. The online programs include live video conferencing, on-demand video presentations, social networking, and asynchronous communications with professors, student teams, and alumni.

Online Learning:

ONLINE MASTER OF PUBLIC ADMINISTRATION PROGRAM

The Price School offers its distinguished Master of Public Administration (MPA) program in the online learning arena. The online degree program was designed and developed with the working professional in mind — combining the world-class faculty instruction and comprehensive focus of the Price School’s traditional MPA with the convenience and portability of online learning.

Thanks to the Price School’s online learning technologies, students can enjoy real-time collaboration that is as familiar and valued as in its traditional MPA program. The online MPA offers the opportunity to share without the constraints of common schedules — students can post questions and observations any time of day.

For more information, please visit publicadmin.usc.edu.

EXECUTIVE MASTER OF HEALTH ADMINISTRATION

Developed for both mid-career clinical and management professionals, the Executive Master of Health Administration program from the USC Price School delivers a transformative graduate-level educational experience designed to prepare the nation’s leading health care executives. Coursework is delivered primarily online, supplemented with two five-day in-residence sessions held at the USC University Park Campus, with a curriculum geared for the active working professional. See page 33 for more information.

ONLINE CERTIFICATE IN HOMELAND SECURITY AND PUBLIC POLICY

This graduate certificate develops and refines risk analysis skills and provides students with the knowledge needed to understand the increasingly important issues of homeland security and public policy.

For more information, please visit priceschool.usc.edu/certificate/homeland-security.

ONLINE CERTIFICATE IN ADMINISTRATION OF LONG TERM CARE PROGRAMS

Through this certificate program, students gain an overview of the problems and issues in the health field, an understanding and appreciation of the nuances of managing facilities for older adults, and management skills.

For more information, please visit priceschool.usc.edu/certificate/longterm-care and priceschool.usc.edu/gainful-employment-disclosure.

Price School in Sacramento

Studying in Sacramento

USC has been educating leaders in Sacramento for more than 45 years. Located a few blocks from the California State Capitol, the Price School in Sacramento has exceptional academic, executive education, and policy outreach opportunities. Students choose the Sacramento-based Master of Public Administration (MPA) program for its focus on state policy and network of public service professionals. The Sacramento MPA offers coursework in an intensive format that makes it easy for students to work full time while going to school. Students enjoy the benefits of an education at a major research university and the intimacy of a strong learning community.

FACULTY

At the Price School in Sacramento, courses are taught by distinguished full-time and expert adjunct faculty. The MPA program in Sacramento balances the perspectives of theoretical researchers and practitioners who have many years of public administration experience.

Full-time, adjunct, and affiliated faculty include: Janet Denhardt, DPA, Chester A. Newland Professor of Public Administration and Director of the Price School in Sacramento; Juliet Museo, PhD, Houston Flournoy Professor of State Government and associate director for the MPA program in Sacramento; Robert Denhardt, PhD, Teaching Professor and Director of Leadership Programs at the Price School; Kevin Smith, PhD, University Professor; Tim Gage, MPH and former director, CA Department of Finance; Dan Haverty, DPA, Fire Chief (ret.); Robert Ingenito, MS (Economics), Principal Consultant, CA Senate Committee on Appropriations.

For more information, please visit priceschool.usc.edu/sacramento.
A distinguishing attribute of the USC Sol Price School of Public Policy is its Career Services Office, which is available to Price graduate and undergraduate students as well as alumni. The Career Services Office maintains strong connections to the community of practice — affording students and alumni unique opportunities to interact with and learn from professional and community leaders representing a wide variety of fields.

The Price School Career Services Office offers a number of professional development programs, career workshops, and events. Some of the programs and services offered include:

- Career advisement
- Career workshops
- Career fair/networking nights
- Professional mentoring program
- Externship program
- Internship/residency programs
- Jobs, internships and fellowship databases
- Information sessions/on-campus interviews

The Career Services Office makes it easy for students to network with professionals in their fields as well as attend strategic career workshops and networking nights to learn about different careers. The Professional Mentoring and Externship programs assist students in defining and testing their career aspirations.

THE TROJAN FAMILY

The Price School Career Services Office works closely with Price School alumni throughout the world — an unparalleled global network known as the USC “Trojan Family.” Each year, our graduates become part of a thriving community of more than 16,000 Price School alumni in all 50 states and the District of Columbia within the United States, and in more than 40 countries around the world.

Price School graduates make a vital difference in the world, and the Career Services Office is committed to helping students and alumni achieve their goals. For more information, please visit priceschool.usc.edu/careers.

“The Price School Career Services Office is top notch. It’s thoroughness and attentiveness is second to none. The programs and services it provides are the building blocks toward success.”

— Coron Brinson, MPA ’14
Behavior Interventionist, FOCUS Psychological-Educational Services
USC Price Students and Student Associations

“I served as president of Sol Global, where we started building a student networking list that should benefit domestic and international students interested in international policy and planning. Through the organization, I collaborated with many faculty members and students not only at Price but throughout USC.”

Jongwon Lee, MPL ’14
Graduate Urban Planner for Sustainability, Korea Institute of Energy Technology Evaluation and Planning

USC PRICE STUDENTS
There are approximately 1,740 students enrolled at the Price School. They are talented, diverse, and come from throughout the United States and around the world. At present, 45 states, the District of Columbia and 40 countries are represented in the Price School’s student body.
- 40% are from underrepresented groups
- 42% are from outside the Southern California region
- 18% are from foreign countries
- 53% are female

Most graduate students enter the Price School with two-to-five years of work experience in their respective fields. Those entering the executive programs typically have 10-20 years of experience.

Price students possess backgrounds as legislative staff members, city council members, real estate developers, healthcare professionals, architects, foreign government officials, Peace Corps volunteers, physicians, teachers, foundation staff members, engineers, researchers, and professionals from community-based organizations, among others.

USC PRICE STUDENT ASSOCIATIONS
The Price School has 26 active student associations that are an integral part of the cultural and intellectual fabric of the school. Student organizations range from field-specific organizations to cross-cultural organizations, and provide unique opportunities for students to expand academic, professional, and social networks.

The 2015-16 Price School student associations are:

American Planning Association – USC Chapter
Constituents: Undergraduate and graduate students interested in planning

Asian Pacific Islander Caucus (APIC)
Constituents: Price School students interested in Asian and Pacific Islander issues

Associated Students of Planning and Development (ASPD)
Constituents: Graduate and undergraduate students in planning

Association of Black Students in Policy, Planning, and Development (ABS)
Constituents: Price School students interested in Black and African American issues

Executive Masters of Leadership Student Organization
Constituents: EML past and current students

Graduate Policy and Administration Community (GPAC)
Constituents: Master of Public Administration (MPA), Master of Public Policy (MPP), and Master of Nonprofit Leadership and Management (MNLM) students

Graduate Real Estate Association (GREA)
Constituents: Graduate students in real estate development in the Price School and the Marshall School of Business

International City/County Management Association (ICMA@USC)
Constituents: Students interested in international city and county management

IPPAM Graduate Student Association
Constituents: Students in the Master of International Public Policy and Management program

Partnership for an Equitable Los Angeles (PELA)
Constituents: Price School students interested in policy and planning research and advocacy

Pi Alpha Alpha
Constituents: Undergraduate or graduate students interested in political affairs or public administration or who have demonstrated outstanding public service, and who meet this honor society’s requirements

Price InterVarsity Graduate Christian Fellowship
Constituents: Price Christian students

Price Latino Student Association (PLSA)
Constituents: Price School students interested in Latino issues

Price PhD Student Association
Constituents: Doctoral students

Price Social Innovation
Constituents: Price students interested in social innovation/enterprise

Queer Policy Caucus
Constituents: QCPC provides a space for lesbian, gay, bisexual, transgender, queer, intersex, and ally (LGBTQIA) Price students to connect, network, and engage key policy issues directly affecting LGBTQI individuals and communities

Returned Peace Corps Volunteer Community (RPCVC)
Constituents: Returned Peace Corps Volunteers

Sol Global
Constituents: Price School of Public Policy students interested in international issues

Southern California Policy Review
Description: Student peer-reviewed policy journal

Student Health Council (SHC)
Constituents: Master of Health Administration (MHA) students, and undergraduate and doctoral students emphasizing health administration

Trojan Real Estate Association (TREA)
Constituents: Undergraduate students in real estate development in the Price School and the Marshall School of Business

Undergraduates of Policy, Planning, and Development (UPPD)
Constituents: Undergraduate students

Upson Phi Delta
Constituents: Health administration students who meet this honor society’s requirements

USC Homeland Security Student Organization
Constituents: Students interested in homeland security

Women Leading Policy, Planning, and Development (WLPPO)
Constituents: Undergraduate and graduate students interested in strengthening and developing women as leaders in public policy, planning, and development
“I often find myself reflecting on the enormous courage, dedication, and resolve of all Price School students, alumni, and faculty to tackle the multifaceted and often intractable problems that we currently face in the world.”

Jack H. Knott
Dean, USC Sol Price School of Public Policy
USC Price
Sol Price School of Public Policy

Improving the quality of life for people and their communities worldwide

For more information, please contact:

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